annual report 2000-2001

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nscc annual report 2000-2001

chair of the board

This year has been an especially exciting and productive one for our Board of Governors. Recognizing our responsibility to remain both responsive and accountable to the many publics we serve, we began the year by undertaking our first-ever comprehensive Board Governance Review. During an intense two-day workshop, we held a number of discussions on how best to meet our mandate of guiding the NSCC's strategic Agenda and supporting its mission to enhance the economic and social well-being of the Province.

Through discussion and consensus we developed a NSCC Governance Model, along with a set of guidelines to articulate the role of a NSCC Governor. The Board intends to continually evaluate its performance against the criteria articulated in the Model and Guidelines.

Key Performance Indicators were established to provide the basis to measure progress towards the goals established in our Strategic Plan. Highlights of the results appear later in this report.

On the policy front, we moved forward with a number of significant initiatives in 2000-01. Key policies were developed or revised in the areas of Procurement, Diversity, Harassment and Discrimination, Environmental Issues, Occupational Health and Safety, and Access. In particular, a special Ad Hoc Committee was created to study accessibility. We agreed that in developing future governing policies in the areas of tuition and programming, we would conduct our discussions within a framework that takes into account how our policies affect the ability of all Nova Scotians to access a college education. We also resolved to monitor our progress in our College Diversity Initiative at each Board meeting.

In keeping with our growth strategy, we began the preliminary work for the creation of a NSCC Foundation to conduct fundraising in support of scholarships, bursaries and major capital projects.

To remain an educational leader within today's ever-changing economic and social landscape, we must continually evaluate both the appropriateness of our goals and the effectiveness of our progress in reaching them. Consequently, we will come together for a second annual Board Governance workshop this fall when we will again hold ourselves up for thorough self-evaluation. We look forward to supporting the activities of our rich College community at the highest possible level as we embark on what will surely be another exhilarating year at the NSCC.

board of governors

Carol Snider
Chair, Board of Governors
Senior Vice President, Atlantic Provinces, Bank of Montreal

W. Jean Brittain
Entrepreneur

Ed Cayer
Vice President, Ocean Produce International

Natalie Charbonneau
Student, NSCC

Bernd Christmas
Chief Executive Officer, Membertou

Greg Fevens
Administrative Staff, NSCC

Anna Gillis
Academic Staff, NSCC

Howard Harawitz
President, Exit 0 Digital Systems Inc.

Don MacKay
Student, NSCC

Brian D. MacLeod
Owner & President, MacLeod Group Inc.

Donald A. MacLeod
Vice President - General Counsel, Secunda Marine Services

Mary Dee MacPherson
Pay Equity Commissioner, Province of Nova Scotia

Richard G. McKay
President & CEO, Trenton Works Ltd.

Kelly Nelson
Vice President Corporate Services and CFO, High Liner Foods Inc.

Irving Schwartz
President and Chief Executive Officer, Schwartz & Company

Vivian Thomas
Manager of Programs, YMCA of Greater Halifax/Dartmouth

Marjorie Thompson
Support Staff, NSCC

Debora Walsh
Manager East Coast, Canadian Association of Petroleum Producers

president's message

We've often described the essence of our college's developmental role as 'putting legs under ideas'. In the past year, we have challenged ourselves to apply this concept internally as we focused on effective implementation of our new strategic plan. I believe we can all take great pride in the progress we've made in bringing our mission statement – Building Nova Scotia's economy and quality of life through education and innovation – to life in tangible and meaningful ways.

Specifically, I am pleased to report on a highly successful pilot year for our pre-eminent academic initiative, the Portfolio Education model. It was particularly gratifying that the level of student participation vastly exceeded our target thereby providing the College with a rich experiential base for shaping the next phase of the implementation process. Furthermore, our commitment to Portfolio Education was demonstrated at the regional and national levels through our presentations at both the Association of Canadian Community Colleges (ACCC) and Maritime Provinces Higher Education Commission (MPHEC) Conferences. These events, in conjunction with the positive word-of-mouth that this unique educational model continues to generate, have gone a long way toward establishing our reputation as Canada's Portfolio College.

The past year also marked the creation of our Academic Schools model as well as our Partnerships and Innovation initiative. As well, our mandate to serve the broader social and economic community development agenda resulted in the transfer of two important government structures, The Nova Scotia School of Fisheries and Aquaculture and the Career and Transition Services unit of the Department of Education, to the NSCC. In addition, our provincial government created the innovative Nova Scotia School for Adult Learning (NSSAL) as an integral component of our School of Applied Arts and New Media.

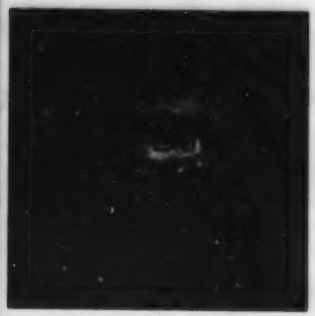
Throughout 2000-01, we continued to evolve to meet the needs of both the College and the communities we serve. As an example, we dramatically improved organizational effectiveness through the implementation of a new, integrated student, finance, and human resource management information system (SAMI). We fostered a culture committed to personal and professional development through Organizational Learning, expanded our customized training operations within Partnerships and Innovation, and increased the scope of last year's highly successful student success program, the Strategic Training and Results (STAR) Project. From a broader social perspective, the critical role that we play in the economic development of our Province was recognized through our inclusion in the new Nova Scotia Economic Growth Strategy.

We knew that achieving our new mission would require, almost by definition, extensive collaboration and many partnerships. Our experience in the past year has proven this to be true in a most profound way. In fact, our success has been rooted in not just doing different things, but also, by doing things differently.

This type of transformative change is not easy and I want to thank all members of the college community - students, faculty, staff, board members and strategic partners - for making the NSCC an even better place in 2000-01.

honourary diploma recipients

Honourary Diplomas are awarded by the Board of Governors to outstanding Nova Scotians who contribute to the quality of life and economy of Nova Scotia. This year the following six distinguished individuals were recognized:



Educator, Community Leader, Humanitarian

Ada Fells

President and CEO Trade Centre Limited

Frederick R. MacGillivray

Former Executive Vice President of Aliant and President of the Aliant Telecommunications Group

Colin Latham

Community Leader, Advocate for Aboriginal controlled justice and protection of Mi'kmaq Treaty and Aboriginal rights

Donald Marshall Jr.

Former Executive Vice President of Scotsburn Cooperative Services

Roderick J. MacLennan

Chairman of Empire Company Limited

Donald Sobey

We celebrated yet another year of successes in 2000-01 as NSCC students continued to exhibit excellence in a variety of fields:

• Broadcast Journalism Specialization student Kirk Starratt was nominated for the Atlantic Lottery Corporation Student Achievement Award presented at the 20th Atlantic Journalism Awards in April.

• In October 2000, Credit Union Scholarships were presented to two Marconi Campus students, Paul Parago, Computer Systems Management Support, and Patricia Kennedy, Community Residential Worker.

• Tammy Bradley, a June 2000 graduate of the Library & Information Technology program at the Halifax Campus, was chosen to receive the first-ever Library Technician Internship from the Canadian Library Association (CLA). As part of her internship, Tammy attended this year's CLA Conference in Edmonton and was instrumental in strengthening the relationship between NSCC and other members of the CLA.

• Irene Barry of the Early Childhood Studies program at Kingstec Campus was awarded this year's $1500 Nova Scotia Provincial Literacy Coalition (NSPLC) Scholarship. Angela Muise, Academic Upgrading student at the Cumberland Campus, was also selected to receive a $500 bursary from the NSPLC.

• As the recipient of this year's Women's Television Network Bursary, Radio and Television Arts student Shauna Simms travelled to Winnipeg to participate in a number of cross-cultural workshops on diversity and team-building.

• Joanne Bedard, also of the Radio and Television Arts program, placed second in a national competition sponsored by the Broadcast Education Association of Canada. Joanne's entry, a self-produced radio commercial promoting NSCC to potential students, was one of a multitude from colleges across Canada.

• Stacey Bresowar, a first-year student in the Electronics Engineering Technician program, was awarded a Canadian National Scholarship for Women in January 2001. The award is one of only 58 presented to women across Canada who have chosen to pursue a trade or technology-related career.

• David Peckham of the Marconi Campus won the prestigious Regular Officer Training Program (ROTP) Scholarship valued in excess of $50,000. David will attend the Royal Military College in a 4-year Engineering Program.

• Ilona Feher, a Welding graduate of the Lunenburg Campus, is the first female pipe fitter at HMCS Dockyard.

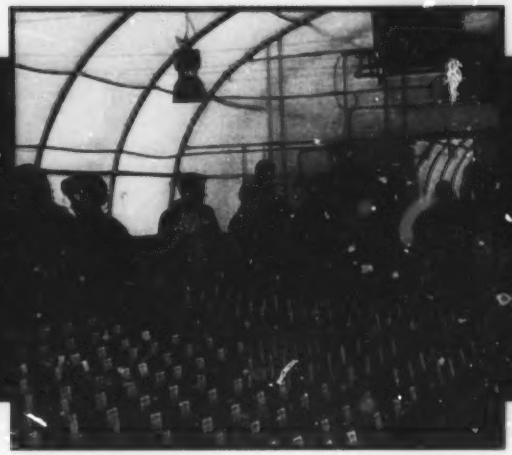
• Amy Jo Rice, a graduate of Remote Sensing at COGS, Annapolis Valley Campus, was one of 10 students who went to Belize on work term exchange. She instructed Belizean teachers in how to use a computer.

student success

Ilona Feher

Joanne Bedard

David Peckham



college prep

CollegePrep, arising from Tech Prep, was initiated in the fall of 2000 to implement the provisions of the Memoranda of Understanding between the College and each of the six regional school boards. CollegePrep links high school and College programs to ensure student success in school and their successful entry into the labour market. The CollegePrep initiative is an integral part of the College strategic plan in the areas of portfolio, expanding educational partnerships, access for all students to the College and insuring the College reflects and meets the economic needs of the community.

CollegePrep has three major initiatives established at the "Pathways" partners meeting, December 2000: Programs, Pathways, and Portfolio.

Programs will establish formal High School/College Articulation Agreements that link high school credit courses with certification and diploma programs at the College. Pathways will develop clear admissions and selection criteria for College programs that will be the foundation of planning and preparation for success at the College. Portfolio links Pathways and Programs with high school student portfolios.

Each initiative is supported by the Department of Education and regional school boards. Human Resources Development Canada has provided monies for a CollegePrep Coordinator for each campus/school board partnership.

portfolio education

At its most fundamental level, our College epitomizes a true "learning organization." In 2000-01, we brought this concept to life in new and exciting ways through the implementation of our Portfolio Education initiative.

In our Strategic Plan, we pledged that our program offerings would move from focusing solely on the traditional delivery of training to a range of options that build upon a student's planning and portfolio development. In this, the pilot year for our Portfolio Education initiative, we took this promise to heart and began cementing our reputation as Canada's Portfolio College.

In accordance with the underlying notion that Portfolio Education should embrace creativity and "individual meaning-making," student Portfolio development took many forms. Whether presented in a three-ring binder or as a Portfolio Information Card (PIC) mini-CD, the underlying purpose of the Portfolio remains the same – to facilitate learning while showcasing students' key skills, work samples, experiences and achievements.

A number of employers were introduced to the Portfolio initiative through a brochure designed by Applied Communication Arts Program (ACAP) students at our Annapolis Valley Campus. Students received a unanimously positive response from employers when they presented the eye-catching and content-rich brochure upon beginning their Spring work placements.

On the national stage, we were invited to present Portfolio Education to the Association of Canadian Community Colleges at its annual conference in May 2001 and the Maritime Provinces Higher Education Commission Biennial Conference in June 2001. Our presentations helped build our reputation as a model organization for development and delivery of applied education.

Having recently completed our vision for the Portfolio College for the coming years, we are eager to move forward with further implementation in Fall 2001. Our long-term vision includes Student Services and Library Services as key elements to facilitate the Portfolio development process.

It's definitely the way of the future. The more you work with it, the more ideas are generated for making it better. The Portfolio will show skills to potential employers, and it will be something I will continue to update throughout my career."

Said Dehbi, Burridge Campus
(speaking about his Portfolio)

academic schools

Stemming from our Strategic Plan commitment to reorganization, one of the highlights of the past year has been the development of our four Academic Schools. Focused on learning outcomes and maximizing the delivery of high-quality programming to students, the Schools serve four key sectors: Applied Arts & New Media, Business, Health & Human Services, and Trades & Technology.

We were pleased to have established the administrative structure of the Schools with the support of our Academic Vice-President, and to have appointed all four Deans by January 2001. The Deans will collaborate with NSCC faculty and their industry sector to ensure that students obtain and embody the unique skills and attributes required by today's employers.

By year's end, we had moved significantly forward with the Schools' development. The Deans created Curriculum Consultant teams to boost the program development capacity of the College, and forged the new links with our Campus Principals that will allow us to maximize our community connections throughout the province.

Our Academic Schools represent a pivotal step in our evolution as a College. As they begin to assert their roles in setting program direction for the coming year, they will inevitably build upon the tradition of excellence that has already been established across our thirteen campuses.

public accountability

In accordance with our Strategic Plan, we advanced our efforts to "define quality" in 2000-01 through the implementation of a system of Key Performance Indicators (KPIs). Approved by the Board of Governors in February 2001, eight distinct KPIs will serve as vehicles for demonstrating the value that we bring to our diverse cross-section of stakeholders.

Each of the eight KPIs provides a broad statement of a desired outcome: 1) Students acquire new skills and knowledge; 2) Graduates attribute their success to the NSCC experience; 3) Graduates apply their skills and knowledge; 4) Students find NSCC experiences challenging, satisfying and productive; 5) Employers value and utilize the skills and knowledge of NSCC graduates; 6) Employees find the NSCC a challenging and rewarding place to work; 7) The NSCC operates effectively; and, 8) The NSCC provides access to lifelong learning throughout Nova Scotia.

To measure our success in achieving these desired outcomes, we developed sixteen distinct measures that would ultimately serve as a framework for a self-imposed "report card" on our College. In 2000-01, we determined results for eleven of the sixteen through our NSCC Graduate Follow-Up Survey, Employee Survey, and an evaluation of our Financial Benchmarking Data.

We are pleased to report that results of the KPI measures were extremely positive. A few highlights are as follows:

- 94% of graduates are satisfied that their program provided them with skills and knowledge useful in their work
- 75% of NSCC expenditures are devoted to the delivery of academic programs and services to students.
- 84.1% of NSCC graduates in the labour force are employed.
- 80% of these graduates were employed in fields directly related to their training

Findings from our 2001 Employee Survey were equally impressive, with 83% of employees reporting satisfaction with the NSCC as an employer. We look forward to evaluating our progress on even more fronts in 2001-02 through measurement of the extent to which employers value and utilize the skills of our graduates.

international activities

To maximize our effectiveness as a post-secondary institution, we must recognize and respond to the ever-changing social and economic realities that surround us. In October 2000, we responded to one such reality – globalization – with the establishment of the NSCC Centre for International Activities.

Located at the Truro Campus, the Centre's mandate is to broaden our scope as a College through internationalization. In consultation with the NSCC community, the Director and Coordinator developed a comprehensive internationalization plan consisting of five key components: international curriculum development; international project management; project support; planning for international student recruitment; and communications.

While full implementation of the Internationalization Plan will take place in the coming year, the Centre has already made significant strides in generating external interest in the NSCC through the initiation of several international projects:

We forged a major partnership agreement with the State of Campeche, Mexico, to identify opportunities for collaboration in the development and delivery of technical training programs for Campeche's vocational post-secondary institution, Universidad Tecnologica de Campeche (UTECAM). As a result of the partnership, UTECAM graduates will be qualified to meet or exceed workforce needs and, therefore, become more competitive in the global economy.

In May 2001, six NSCC graduates accepted positions with the Belize Ministry of Education to support the delivery of the government's Introduction to Computers initiative, a program designed to increase computer proficiency of students through the placement of twenty computers in each of six education centers throughout the country.

Another four graduates were placed with central offices of the Belize Ministry of Education to assist with computer network support. All ten College alumni will remain in Belize until the project's completion in October 2001.

With funding from the Province, NSCC representatives visited Quillacollo, Boilivia to determine the feasibility of submitting a partnership proposal to the next Canadian Colleges Partnership Program competition. Should our bid be successful, we will collaborate with representatives from the Nova Scotia Agricultural College as well as the private sector to assist Quillacollo with the development of training centers for displaced urban youth.

The Centre is also developing a number of project proposals and programs including internships for NSCC students in Mexico, St. Lucia, and the Bahamas; contract-training opportunities in The Gambia; and partnership opportunities with post-secondary institutions in Florida and Mexico.

college award winners

We were especially pleased to expand our College Awards Program this year to better reflect the commitments of our Strategic Plan. In addition to the Support Staff Excellence and Teaching Excellence Awards, three new staff recognition awards were introduced in 2000-01: the Student Life Appreciation Award, the Leadership Excellence Award and the Innovation Award. Congratulations to the deserving employees who received these honours at the annual President's Banquet on June 28, 2001.

Support Staff Excellence Award: Charlie Sutherland, Maintenance Assistant, Pictou Campus
The Support Staff Excellence Award recognizes a support staff member who displays exceptional commitment and enthusiasm for both his/her position and our College itself. Selected by peers, campus and College administrators, the recipient is an invaluable employee who embodies and supports the strategic directions and mission of NSCC.

Teaching Excellence Award: James Lai, Institute of Technology Campus
This award recognizes one faculty member annually who demonstrates an outstanding level of teaching enthusiasm as well as a genuine interest in students' progress and development. The recipient is chosen by students, peers and College administration.

Student Life Appreciation Award: Doug Jones, ISMS Faculty Member, Burridge Campus / NSCC Athletic Association President
The Student Life Appreciation Award recognizes an employee who has made an exceptional contribution to student life across NSCC campuses. The recipient's dedication to student life is exemplified through the time and energy that he/she devotes to extracurricular roles including the support and development of student activities.

Leadership Excellence Award: Patrick Donahoe, Registrar *pro-tem*
This award recognizes an employee who consistently exhibits leadership excellence in all areas of his/her work. The recipient excels in team-building, establishing strong relationships with NSCC colleagues, students and external partners such as high schools, municipal governments and the Nova Scotia business community.

Innovation Award: Mike Kidney, Department Head, NSCC Virtual Campus
The Innovation Award recognizes an employee whose creative approach to planning and problem-solving has positively impacted NSCC on a variety of levels. The recipient of the Innovation Award is a leading-edge thinker who is effective in identifying new and exciting opportunities while exhibiting a strong personal commitment to our College community.

Charlie Sutherland
Support Staff
Excellence Award

James Lai
Teaching Excellence
Award

Doug Jones
Student Life
Appreciation
Award

college award winners

Patrick Donahoe
Leadership
Excellence Award

Mike Kidney
Innovation Award

25 Year Service Awards
Each year, the President hosts a staff recognition evening to celebrate those employees who have completed 25 years of service to NSCC and its predecessor institutions. It is an opportunity to thank each of our long-standing employees for their commitment and dedication to post-secondary applied education in Nova Scotia.

"We were especially pleased to expand our College Awards Program this year to better reflect the commitments of our Strategic Plan."

skills canada

NSCC students once again excelled at the national level at this year's Canadian Skills Competition, the premier showcase for technical and skills-based education in the country. Held in Edmonton, Alberta from May 31 until June 3, 2001, the event recognized the talent and expertise of competitors from across Canada. Congratulations go to the following NSCC students who earned awards at the Seventh Annual Competition:

Bee Choo Loveridge
Akerley Campus: Gold Medal in Culinary Arts

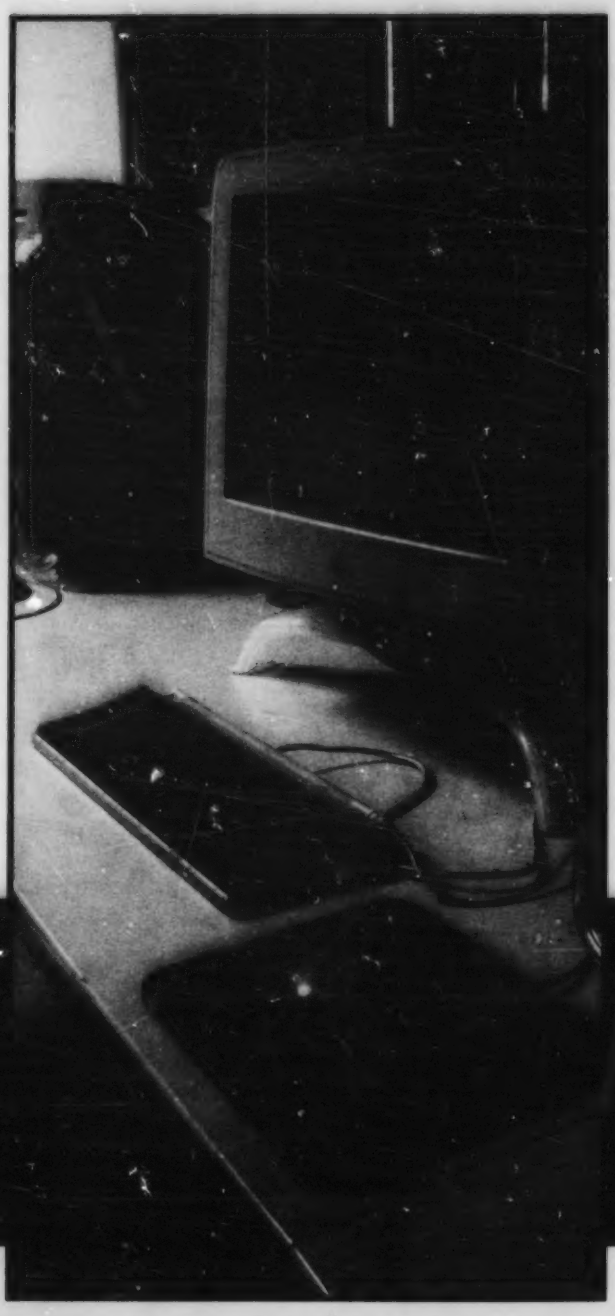
Ian Pearce
Institute of Technology Campus: Gold Medal in Precision Machining

Cannon Janes
Annapolis Valley Campus: Silver Medal in Mechanical CADD

Adam LeDue
Truro Campus: Bronze Medal in IT PC Network Support

Chris Mahaney
Institute of Technology Campus: Bronze Medal in Electronics

Adam Milligan
Halifax Campus: Bronze Medal in Architectural CADD



partnerships and innovation

We were proud to forge a number of new and exciting partnerships in 2000-01 while simultaneously strengthening many of our pre-existing ones. In keeping with our Strategic Plan, we actively worked with employers and the business community at large to ensure the delivery of progressive, relevant programming that ultimately contributes to the economic development of our province. We were particularly pleased to expand our Customized Training operations under Partnerships and Innovation, collaborating with employers on a variety of fronts.

One of our pivotal partnerships of the year was solidified in early Spring with the New York-based Register.com. An Internet domain registration company, Register.com announced its plans on April 5, 2001 to open a 300-person call center in Yarmouth. NSCC was integrally involved in the project from its inception, providing the necessary call center training for prospective employees in addition to incubating the company through a start-up within our own organization. Moreover, College faculty were enlisted to provide advanced technology support for the company's new application development program.

Our relationship with the military continued to flourish in 2000-01 as various branches purchased NSCC programs in Trades, Heavy Equipment and Information Technology training. In particular, the Air Force purchased five full-time construction-related trades programs including Refrigeration Mechanical, Electrical Distribution, Electrical Generating Systems, Plumbing & Heating Technician and Construction Technician. We also partnered with Survival Systems in early 2001 to provide the winning response to a public tender for Confined Space Entry training for the Department of National Defence. In fact, the military sector accounted for our largest portion of business growth throughout the year.

In partnership with the Town of Canso, HRDC and ACOA, the College provided training through our Virtual Campus for 12 practical Nursing Students, allowing them to acquire new skills while remaining in their communities.

financial statements

auditors' report

To the Board of Governors of the Nova Scotia Community College

We have audited the statement of financial position of the Nova Scotia Community College as at March 31, 2001 and the statements of revenue and expenditures, cash flows and changes in net assets for the year then ended. These financial statements are the responsibility of the College's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the College as at March 31, 2001 and the results of its operations and the cash flows for the year then ended, in accordance with Canadian generally accepted accounting principles.

June 15, 2001

Deloitte & Touche LLP

Chartered Accountants

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nova scotia community college

statement of financial position
as at march 31, 2001

	2001	2000
ASSETS		
Current asset		
Cash	$ 3,883,707	$ 6,921,379
Accounts receivable (Note 3)	11,049,069	7,931,334
Inventory	506,286	608,344
Prepaids	576,051	238,628
	16,015,113	15,699,685
Capital assets (Notes 2 and 4)	7,498,847	3,757,417
Endowment assets (Note 5)	698,062	558,280
	$ 24,212,022	$ 20,015,382
LIABILITIES		
Current liabilities		
Accounts payable and accrued liabilities	$ 11,899,459	$ 7,702,423
Deferred revenue (Note 6)	1,677,540	1,527,563
Deferred salary	3,714	19,446
College Service Award (Note 8)	250,823	67,326
	13,831,536	9,316,758
Deferred revenue related to capital assets (Note 7)	1,589,516	2,173,690
	15,421,052	11,490,448
NET ASSETS		
Invested in capital assets (Note 9)	5,909,331	1,583,727
Unrestricted		1,660,004
Restricted for endowment purposes (Note 5)	698,062	558,280
Restricted for college development (Note 14)	2,183,577	4,722,923
	8,790,970	8,524,934
	$ 24, 212,022	$ 20,015,382

nova scotia community college

statement of financial position
as at march 31, 2001

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	8,790,970	8,524,934
	$ 24, 212,022	$ 20,015,382

nova scotia community college

statement of revenue and expenditures

year ended march 31, 2001

	2001	2000
Revenue		
Province of Nova Scotia (Note 10)	$ 55,536,229	$ 50,932,000
Government of Canada	8,323,107	6,444,045
Tuition and fees	11,682,186	10,342,167
Customized training	10,495,983	10,709,702
Applied Research (Note 11)	662,844	569,685
Amortization of deferred revenue related to capital assets	1,379,945	1,826,310
Other (Note 12)	12,082,647	13,551,996
	100,162,941	94,575,905
Expenditures		
Salaries and benefits	62,566,844	57,257,751
Operating supplies and services	20,567,211	21,918,572
Equipment, rentals, other	7,953,436	6,653,273
Utilities and maintenance	6,379,456	5,991,938
Amortization	2,569,740	2,622,252
	100,036,687	94,443,786
Excess of revenue over expenditures	$ 126,254	$ 132,119

nova scotia community college

statement of cash flows

year ended march 31, 2001

Net inflow (outflow) of cash related to the following activities:	2001	2000
Operating		
Excess of revenue over expenditures	$ 126,254	$ 132,119
Items not affecting cash		
Amortization of deferred revenue related to capital assets	(1,379,945)	(1,826,310)
Amortization	2,569,740	2,622,252
Loss on disposal of capital assets	8,556	-
	1,324,605	928,061
Changes in non-cash working capital items (Note 13)	1,161,678	(6,859,096)
	2,486,283	(5,931,035)
Investing		
Purchase of capital assets	(6,319,726)	(2,035,124)
Financing		
Deferred revenue related to capital assets	795,771	2,000,000
Net cash outflow	(3,037,672)	(5,966,159)
Cash position, beginning of year	6,921,379	12,887,538
Cash position, end of year	$ 3,883,707	$ 6,921,379

nova scotia community college

statement of revenue and expenditures
year ended march 31, 2001

	2001	2000
Revenue		
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Salaries and benefits	62,566,844	57,257,751
Operating supplies and services	20,567,211	21,918,572
Equipment, rentals, other	7,953,436	6,653,273
Utilities and maintenance	6,379,456	5,991,938
Amortization	2,569,740	2,622,252
	100,036,687	94,443,786
Excess of revenue over expenditures	$ 126,254	$ 132,119

nova scotia community college

statement of cash flows
year ended march 31, 2001

Net inflow (outflow) of cash related to the following activities:	2001	2000
Operating		
Excess of revenue over expenditures	$ 126,254	$ 132,119
Items not affecting cash		
Amortization of deferred revenue related to capital assets	(1,379,945)	(1,826,310)
Amortization	2,569,740	2,622,252
Loss on disposal of capital assets	8,556	-
	1,324,605	928,061
Changes in non-cash working capital items (Note 13)	1,161,678	(6,859,096)
	2,486,283	(5,931,035)
Investing		
Purchase of capital assets	(6,319,726)	(2,035,124)
Financing		
Deferred revenue related to capital assets	795,771	2,000,000
Net cash outflow	(3,037,672)	(5,966,159)
Cash position, beginning of year	6,921,379	12,887,538
Cash position, end of year	$ 3,883,707	$ 6,921,379

"The economic progress of First Nations communities is dependent upon the knowledge and skills of its people. The NSCC, through its efforts in a number of relevant training areas, is working in our communities to expand opportunities for business development and new jobs."

Bernd Christmas,
Chief Executive Officer, Membertou Band

nova scotia community college

statement of changes in net assets

year ended march 31, 2001

	Invested in Capital Assets	Unrestricted	Restricted for Endowment Purposes (Note 5)	Restricted for College Development (Note 14)	2001 Total	2000 Total
Balance, beginning of year	**$ 1,583,727**	**$ 1,660,004**	**558,280**	**$ 4,722,923**	**8,524,934**	**$ 8,375,697**
Excess (deficiency) of revenue over expenditures	(1,189,795)	1,316,049	-	-	126,254	132,119
Investment in capital assets	**5,515,399**	**(2,976,053)**	**-**	**(2,539,346)**	**-**	**-**
Endowment contributions and interest	-	-	459,905	-	459,905	170,590
Endowment disbursements	**-**	**-**	**(320,123)**	**-**	**(320,123)**	**(153,472)**
Balance, end of year	5,909,331	-	$ 698,062	$ 2,183,577	$ 8,790,970	8,524,934

nova scotia community college

statement of changes in net assets
year ended march 31, 2001

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Investment in capital assets	5,515,399	(2,976,053)	-	(2,539,346)	-	-
Endowment contributions and interest	-	-	459,905	-	459,905	170,590
Endowment disbursements	-	-	(320,123)	-	(320,123)	(153,472)
Balance, end of year	5,909,331	-	$ 698,062	$ 2,183,577	$ 8,790,970	8,524,934

nova scotia community college
notes to the financial statements
year ended march 31, 2001

1. OVERVIEW OF OPERATIONS

The Nova Scotia Community College was established as a post-secondary public education corporation under the authority of the Community College Act of Nova Scotia effective April 1, 1996.

The College, with thirteen campuses across the Province, is responsible for enhancing the economic and social well being of Nova Scotia by meeting the occupational training requirements of the population and the labour market.

2. SIGNIFICANT ACCOUNTING POLICIES

The financial statements were prepared in accordance with Canadian generally accepted accounting principles and include the following significant accounting policies:

a) Revenue Recognition

The College follows the deferral method of accounting for revenue. Tuition fees, residence fees and sales are recognized when the services are provided or the goods are sold. Funding for expenditures of future periods are deferred and recognized as revenue in the year in which the related expenditure is incurred. Funding received for capital assets are deferred and recognized as revenue on the same basis as the acquired capital assets are amortized.

b) Cash and Cash Equivalents

Cash and cash equivalents consist of cash on hand and amounts held by financial institutions with maturities of less than 90 days.

c) Capital Assets

Purchased capital assets are recorded at cost. Capital assets are amortized on a straight-line basis over the following estimated useful life:

Computer equipment	3 years
Furniture and equipment	5 years
Leasehold improvements	2 years
Management Information System (MIS)	5 years

"We have a great team who staff our animation studio. My experience with NSCC graduates has been very impressive - they are top quality. Our three full-time animators are all grads of NSCC, and to be honest it's the only place where I would consider hiring 3-D animators from."

Michael Andreas Kuttner
Collideascope Digital Productions, in Halifax (April 2001)

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

c) Capital Assets (continued)

Land and buildings that are owned by the Province are not reflected in the assets of the College. Improvements made to these buildings are therefore expensed in the year. Improvements made to buildings with leases in place are capitalized and amortized over their useful life or the term of the lease, whichever is less.

On March 31, 1996, the Province transferred title to all computers, furniture, fixtures and equipment contained within the buildings to the College. The assets have not been reflected in the financial statements. The capital policies described have been implemented on a prospective basis, as the information for retroactive treatment is not readily available.

d) Contributed Services

The Province provides the College with buildings at thirteen campuses (in excess of two million square feet) and is responsible for the maintenance of the physical plant and building infrastructure, the benefit of which is not reflected in these financial statements.

e) Inventory

Inventory consists of merchandise and supplies held for resale and are valued at the lower of cost and net realizable value. Administrative and program supplies and library periodicals are not inventoried.

3. ACCOUNTS RECEIVABLE

	2001	2000
Customized training/other	$ 8,727,087	$ 4,574,547
Province of Nova Scotia	1,000,000	1,172,660
Tuition fees	883,768	616,630
Harmonized Sales Tax	897,215	1,925,521
Allowance for doubtful accounts	(459,001)	(358,024)
	$ 11,049,069	$ 7,931,334

"What I liked best about the Program was that it was very practical. I was taught the skills I needed to succeed in the workplace. The Faculty have real world experience that makes the subjects more interesting."

Trevor Ponee
Institute of Technology Campus

4. CAPITAL ASSETS

	Cost	Accumulated Amortization	Net Book Value 2001	Net Book Value 2000
Computer equipment	$ 5,520,521	$ 5,124,164	$ 396,357	$ 1,180,388
Furniture and equipment	4,762,108	2,668,412	2,093,696	2,577,029
Leasehold improvements	95,912	47,956	47,956	-
MIS	5,512,042	551,204	4,960,838	-
	$ 15,890,583	$ 8,391,736	$ 7,498,847	$ 3,757,417

5. ENDOWMENT ASSETS

The balance, which is externally restricted for endowment purposes, represents donations and related interest restricted for scholarships, awards and other specified purposes.

6. DEFERRED REVENUE

Deferred revenue represents the unearned portion of amounts received for specific purposes and is summarized as follows:

	2001	2000
Apprenticeship	$ 56,743	$ 525,000
Process control	600,000	-
Customized training	736,174	845,745
Other	284,623	156,818
	$ 1,677,540	$ 1,527,563

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

c) Capital Assets (continued)

Land and buildings that are owned by the Province are not reflected in the assets of the College. Improvements made to these buildings are therefore expensed in the year. Improvements made to buildings with leases in place are capitalized and amortized over their useful life or the term of the lease, whichever is less.

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7. DEFERRED REVENUE RELATED TO CAPITAL ASSETS

Deferred revenue related to capital assets represents the unamortized portion of funding received from the Province of Nova Scotia for capital asset additions. The changes in the deferred balance are as follows:

	2001	2000
Beginning balance	$ 2,173,690	$ 2,000,000
Contributions received	795,771	2,000,000
Amortization of deferred revenue related to capital assets	(1,379,945)	(1,826,310)
Ending balance	$ 1,589,516	$ 2,173,690

8. COLLEGE SERVICE AWARD

As per the new collective agreements, some college employees are eligible for the College Service Award. This award replaces the Public Service Award for these employees. One percent of the employee's pay is contributed to the fund by the College.

9. NET ASSETS INVESTED IN CAPITAL ASSETS

	2001	2000
Capital assets, net	$ 7,498,847	$ 3,757,417
Deferred revenue related to capital assets	(1,589,516)	(2,173,690)
	$ 5,909,331	$ 1,583,727

10. REVENUE - PROVINCE OF NOVA SCOTIA

	2001	2000
Funding received	$ 56,332,000	$ 52,932,000
Portion related to capital assets	(795,771)	(2,000,000)
	$ 55,536,229	$ 50,932,000

11. APPLIED RESEARCH

In 1999, the College was awarded funding over three years from the Canadian Foundation for Innovation to undertake applied research in the area of marine geographics. The funding expires during fiscal 2002.

12. OTHER REVENUE

Other revenue is summarized as follows:	2001	2000
Bookstore revenue	$ 3,445,004	$ 3,366,128
Food sales	1,368,389	1,342,341
Apprenticeship/Shop	2,149,012	1,899,644
Interest	774,176	853,215
Recoveries	1,900,207	2,502,606
Lodging, rent and miscellaneous	2,445,859	3,588,062
	$ 12,082,647	$ 13,551,996

"The aspect I liked most about my Program was that it was very person-centered. I chose the Program because it provided education in a practical way with valuable course-related work experience."

Carolyn Corrigan
Strait Area Campus

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Gaston Comeau
Strait Area Campus

13. CHANGES IN NON-CASH WORKING CAPITAL

	2001	2000
(Increase) decrease in accounts receivable	$ (3,117,735)	$ 939,435
Decrease (increase) in inventory	102,058	(143,008)
Increase in prepaids	(337,423)	(78,160)
Increase (decrease) in accounts payable	4,197,036	(6,676,508)
Increase (decrease) in deferred revenue	149,977	(917,280)
Decrease in deferred salary	(15,732)	(33,575)
Increase in College Service Award	183,497	50,000
	$ 1,161,678	$ (6,859,096)

14. RESTRICTED FOR COLLEGE DEVELOPMENT

These funds have been internally restricted by the Board to ensure that the funds are used solely for college development projects.

15. COMMITMENTS

The College is committed to the following lease and maintenance agreement payments over the next five years:

2002	2003	2004	2005	2006
$458,422	$416,044	$205,959	$94,730	$58,083

"I was pleased to be the Campus valedictorian because I worked very hard this year, after being out of school for 22 years. I loved the whole experience at NSCC."

Dale Freeman, Kingstec Campus

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education that works

"This institution wasn't created for the people who work in it, it was created for the people it serves".

Ray Ivany, President, NSCC

NSCC fast facts:

- 7,427 Full-time students
- 213 Part-time students
- 16,500 Continuing Education and Customized Training students
- 13 Campuses across the Province
- 5 Satellite sites located in Amherst, New Glasgow, Windsor, Digby and Shearwater

design and photography

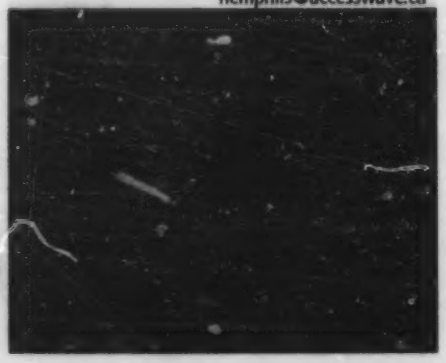
diwazzo@snarkles.net

"I found I could say things with color and shapes that I couldn't say any other way--things I had no words for."

Georgia O'Keeffe

The 2000-2001 Annual Report began as an assignment in our graphic design class for the Applied Communication Arts program at the Halifax Campus. Our concept was chosen to become the annual report you have in your hands. With the help of our instructors Rob Hansen and Crystal McManus, we've been able to acquire valuable experience we can apply to the industy.

hemphils@accesswave.ca



"We are poor passing facts, warned by that to give each figure in the photograph his living name."

Robert Traill Spence Lowell